

STATE OF TENNESSEE

BOARD OF PROBATION AND PAROLE



1999-2000
ANNUAL REPORT



STATE OF TENNESSEE
BOARD OF PROBATION AND PAROLE

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September 29, 2000

The Honorable Don Sundquist, Governor
And
General Assembly, State of Tennessee
State Capitol
Nashville, Tennessee 37243

Governor Sundquist and Members of the General Assembly:

Pursuant to Tennessee Code Annotated 4-4-114, the Tennessee Board of Probation and Parole hereby transmits its Annual Report to you for Fiscal Year 1999-2000. This year has been unique and exciting for the Board; on July 1, 1999 the Board of Paroles and the Department of Correction, Community Corrections Division merged into our new agency, the Tennessee Board of Probation and Parole.

Our mission is to minimize public risk and promote lawful behavior by the prudent, orderly release and community supervision of adult offenders.

Board Members must determine whether a felony offender may be paroled and supervised in the community as opposed to being incarcerated with the Department of Correction for the full term of this sentence. Our Field Services Division monitors and supervises offenders who have been granted parole and felony offenders who have been placed on probation by Criminal Courts throughout the State. Our agency also provides oversight for the statewide Community Corrections Grant Programs.

Additionally, the Board has been designated by the Governor to review all clemency requests within specific criteria established by the Executive office. The Board, in hearing clemency cases, submits non-binding recommendations for consideration by the Governor.

During Fiscal Year 1999-2000 a monthly average of 7,398 parolees and 31,487 probationers were under the supervision of the Board within the community. Community supervision has an average cost of \$2.41 per day for each offender as opposed to the average cost of incarceration at \$47.18 per day for each offender. Our new agency has 938 positions and FY 1999-2000 budget of \$50,721,300.00.

The Board expresses our sincere thanks for the cooperation of all those in the executive and legislative branches of government, and to the Probation and Parole Board staff, without whose professionalism, knowledge and sacrifices this agency would not have carried out its mission.

Respectfully Submitted,

Charles M. Traughber
Chairman

STATE OF TENNESSEE

BOARD OF PROBATION AND PAROLE



MISSION STATEMENT

OUR MISSION IS TO MINIMIZE PUBLIC RISK AND PROMOTE LAWFUL BEHAVIOR BY THE PRUDENT, ORDERLY RELEASE AND COMMUNITY SUPERVISION OF ADULT OFFENDERS.

VISION STATEMENT

The Board of Probation and Parole will be committed to a partnership with the citizens of Tennessee in promoting public safety and will be recognized as a leader in the area of probation and parole by:

- 1. Providing a continuum of services for offenders from pre-sentence investigation through the expiration of sentences.**
- 2. Participating in cooperative efforts such as community policing, multi-purpose service centers, coordinated victim services and interagency efforts.**
- 3. Providing employees with access to and training in the use of advanced technologies.**
- 4. Fostering a highly professional staff that is proficient in offender management and support services.**
- 5. Promoting effectiveness and efficiency through the use of outcome measures and innovative approaches to service delivery.**

HISTORICAL OVERVIEW

- 1929** Act passes authorizing a parole system and indeterminate sentencing for adult offenders.
- 1929** Act creates the Advisory Board of Pardons.
- 1931** Advisory Board of Pardons creates a system for parole eligibility.
- 1937** Act creates Board of Pardons and Paroles; appointments made by the Governor and the Board is chaired by Commissioner of the Department of Institutions and Public Welfare.
- 1955** The Department of Institutions and Public Welfare changed to the Department of Corrections.
- 1957** Act establishes the Division of Juvenile Probation.
- 1961** Act establishes the Division of Adult Probation and Parole.
- 1963** Major changes in Board of Pardons and Paroles; five (5) member part-time Board; first black appointed.
- 1970** Act passes changing Chair of the Board of Pardons and Paroles from Commissioner of the Department of Corrections to being elected by Board Members.
- 1972** Act passes changing the Board of Pardons to three members who are full-time professionals with the Chair appointed by the Governor.
- 1978** Board of Pardons and Paroles expanded to five (5) full-time members
- 1979** "Pardons and Paroles Reform Act of 1979"; removed the Board of Paroles from the Department of Corrections, creating a separate and autonomous full-time Board. Parole officers and support staff were placed directly under the supervision of the Board, through the Executive Director and the Director of Paroles.
- 1985** Emergency Powers Act passed to alleviate overcrowding. Board directed by Governor to reduce release eligibility dates of inmates sufficient to enable Board to release enough inmates to reduce population to 90% capacity.
- 1989** Act passed expanding Board from five (5) to seven (7) members. Created limited internal appellate review upon denial, revocation or rescission of parole.
- 1989** Criminal Sentencing Reform Act passed. Altered the sentencing and parole eligibility for all crimes.
- 1992** TOMIS project implemented.
- 1996-1997** Legislative changes which increased the number of votes necessary to finalize parole grant decisions involving the most serious criminal offenses. Interstate Compact also strengthened by applying stricter standards on acceptance and supervision of out-of-state offenders supervised by Tennessee.

HISTORICAL OVERVIEW

1997-2000 CREATION OF THE BOARD OF PROBATION AND PAROLE

In late 1997, Governor Don Sundquist, as part of his plan to reduce the size of state government and eliminate duplication of services, began to explore the feasibility of merging probation and parole field services supervision under the Board of Paroles, leaving the Department of Correction to concentrate on institutions. Enabling Legislation and planning initiatives were instituted. A transition steering committee composed of key staff from the Board of Paroles and the Department of Correction was created, with regular participation by other interested parties: the Department of Finance and Administration, the Department of Personnel, Tennessee State Employees Association, Legislative Oversight Committee on Corrections, and the Governor's office. The steering committee oversaw the transitional planning, with Interagency sub-committees created to address the specific areas of policy and accreditation; training; information and technology; offender management; management and organization; evaluation and assessment; and fiscal/personnel. Regular reports were made to the Governor's Office and the Select Legislative Oversight Committee on Corrections.

To allay concerns expressed by the Tennessee State Employees Association over the possibility of employees losing jobs, the "merger" legislation, as it came to be known, was amended to include a clause ensuring that for an initial period of time, no employee could be subjected to a reduction in rank or salary. While protecting loss of jobs, this inhibited the proposed new agency's ability to produce tangible savings by the merger. However, the proposed merger did eliminate a staffing improvement of 47 positions by the Department of Correction as a cost-avoidance measure.

In spring 1998, the legislative measure passed, with a formal effective date of July 1, 1999. The period of July 1, 1998 to June 30, 1999 was designated as a transitional/planning period. Some of the work done by transition teams involved creating probation and parole standards of supervision; merging formal job specifications; creating a merged budget; computer system changes necessitated by the merger; planning and implementing the fee collection system since the two agencies had very different systems; and changing over personnel and payroll data.

An outside consultant, funded by a grant from the National Institute of Corrections, assessed the team's planning efforts. He recommended that long-range strategic planning should be addressed, and that initiative was begun, as well. A formal strategic planning process, the first in the agency's history, was instituted and is an on-going effort. Cross-demographical teams were chosen to participate, and Board Members have been an integral part of the process. A new mission and vision statement was drafted, with input from staff of both agencies. The strategic planning team identified nine goals and objectives for the new agency, to be implemented within an eighteen (18) month period:

1. Develop and implement a regionally-based training program.
2. Develop and implement an agency staff safety plan.
3. Develop a "paperless" parole hearing process.
4. Develop a "living" pre-sentence information report, which can be updated.
5. Develop an automated case management and auditing system.
6. Equip each staff member with a personal computer attached to the statewide system.
7. Develop a community awareness program.
8. Develop planning and research capabilities utilizing performance measurements and analysis systems.
9. Track and monitor implementation of the strategic plan.

HISTORICAL OVERVIEW

Communication to the various interested parties was a constant challenge – the Parole Board Members; staff of both agencies; the Governor’s Office; and the Corrections Oversight Committee. Formal quarterly status reports were submitted to all. The Parole Board Chairman held “town hall” staff meetings at field offices throughout the state in an effort to keep staff up-to-date. An agency newsletter was published for the same purpose. Cross-training of staff began three months prior to the formal merger implementation date.

FORMAL IMPLEMENTATION

On July 1, 1999, exactly twenty years to the day from the date that parole and probation services were separated, they were recombined as a single entity “The Tennessee Board of Probation and Parole”. Organizationally, the agency consists of seven Board Members who have parole release and revocation authority, as well as budget and policy-making responsibility for a department of 940 employees. Combined probation and parole caseloads total approximately 42,000, including local community corrections programs. An executive director serves as day to day operations manager, with divisions of Field Services, Administrative Services, Technical Services, Information Systems, Hearings, Board Operations, and Training. Within Field Services, an organizational structure was created which, combined and reduced probation and parole regions from twelve to four, with nine (9) districts within the regions. The field structure is still being analyzed and future adjustments may need to be made to achieve equity in caseloads, geography and staffing.

Changes which have to date been made in an effort to increase efficiency and best utilize existing resources are:

- (1) Combining parole offices and probation offices within the same city into a single site – seven such offices were identified and will be combined as leases expire. Two have been combined already, and five are in the process.
- (2) Combining lower parole caseloads and higher probation caseloads to equalize the disparity between them. This continues to be a challenge as low officer salary and high vacancy rates make it difficult to achieve desirable caseload averages.
- (3) Staffing and caseload patterns have been evaluated to identify areas where resources could be reallocated and shifted to areas of the greatest need.
- (4) Roles of probation/parole officer 2’s, 3’s, and supervisors were better defined. Probation had been having probation officer 3’s, a position intended to be a lead case officer, serve as supervisors to probation officer 2’s. By blending staff, increasing the staff to supervisor ratio to 10/1, and having the probation/parole officer 3’s assume administrative functions being carried out by PPO 2’s, a number of probation/parole officer 2’s were freed up to carry caseloads.
- (5) Absconder and inactive caseloads were consolidated into single, higher officer-to-offender ratios.
- (6) Supervision by zip code was instituted in metropolitan areas to reduce drive time by officers.
- (7) Group reporting for low risk cases is being instituted.

ORGANIZATION

The Board of Probation and Parole is an Independent State Commission composed of seven (7) Board Members appointed by the Governor. The Board is charged with the responsibility for deciding which felony offenders will be granted parole and released from incarceration to community based supervision. Along with the supervision of those granted parole, the Board is also responsible for supervising felony offenders who are placed on probation by Criminal Courts.

The Board of Probation and Parole has responsibility for parole decision-making and, through its Field Services division, the supervision of parolees and probationers in the community.

The administrative duties and responsibilities of the Board are to establish criteria for granting and revoking parole; to adopt the planning document, annual budget, staffing plan, and policy and procedure; to develop policy, agency planning and communication efforts; to visit correctional institutions and maintain contact with criminal justice agencies and agency field staff; to participate in regional, federal and local criminal justice planning efforts.

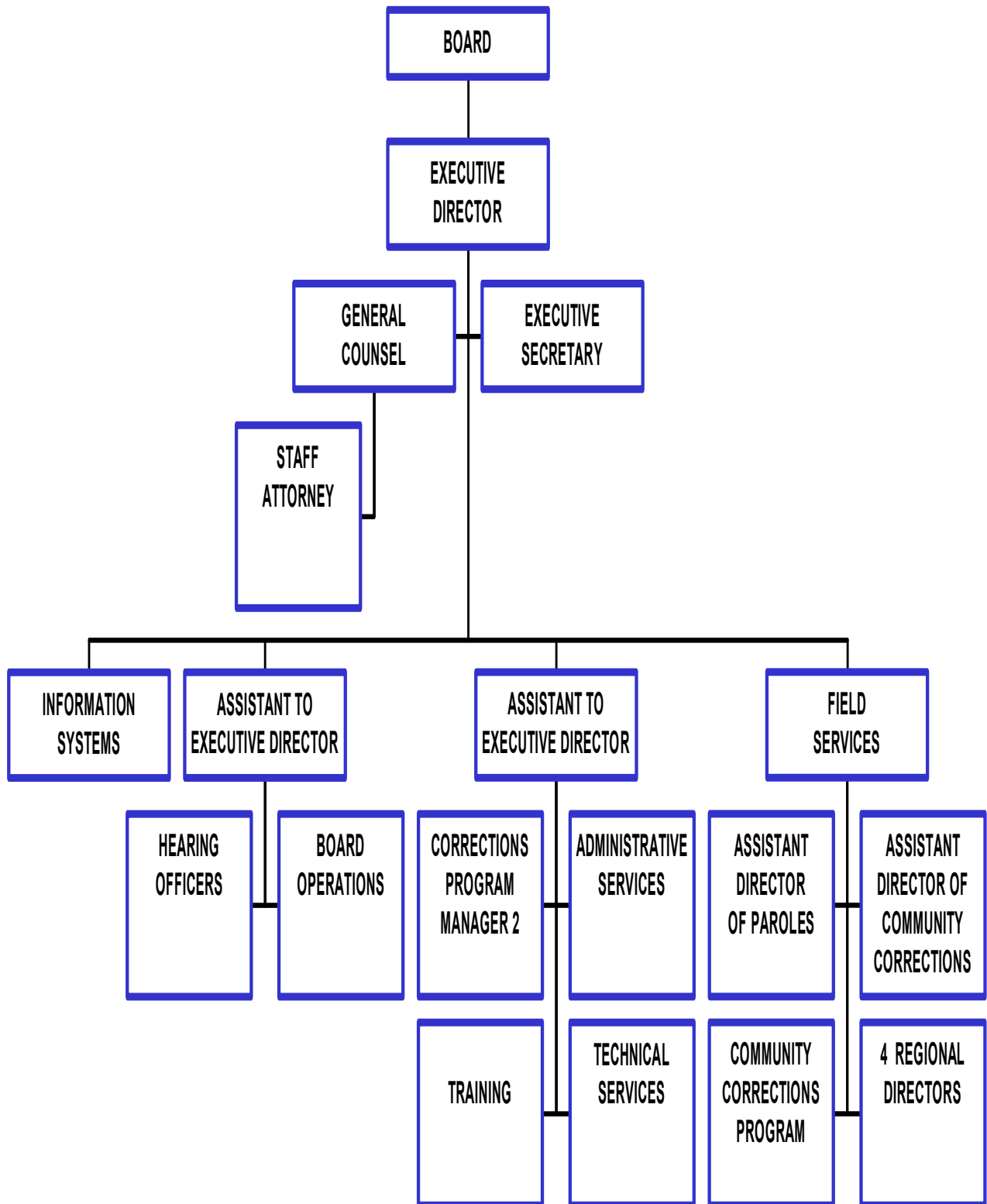
The Executive Director has the responsibility to direct the day-to-day operations of the agency and assist the Board in the development and implementation of policies, procedures, plans, budgets and reports. The Executive Director also has responsibility for recruitment and supervision of staff and for developing and maintaining communication and cooperation between the Department of Correction and the Board.

To manage the agency and its functional responsibilities, the agency is divided into nine (9) operating divisions:

1. Board Members and their support staff
2. Hearing Officers
3. Board Operations
4. Field Services
5. Administrative Services
6. Technical Services
7. Information Systems
8. Training
9. Legal Services

The Management Advisory Committee, which is composed of the Executive Director, two Assistants to the Executive Director, General Counsel, Director of Field Services and Director of Information Systems, provides the Senior Management structure for the agency. Each Assistant to the Executive Director is given responsibility for several divisions; one oversees Administrative Services, Training and Technical Services while the other oversees Board Operations and the Hearing Officers.

ORGANIZATION



CURRENT BOARD MEMBERS

CHARLES TRAUGHBER, CHAIRMAN

Charles Traughber started his criminal justice career as an institutional counselor in the Department of Correction in 1969. In 1972 he was appointed Chairman of the Board of Paroles and served until June, 1976. He served as a member of the Board from 1976 until July, 1977, when he was re-appointed Chairman and served in that capacity through June, 1979. He again served as a member until December, 1985. From that date until December, 1987 he served as a consultant with a private correctional company. He was re-appointed Chairman of the Board of Paroles in January, 1988 and has served as Chairman since that date. He was re-appointed to six year terms on the Board in 1994 and again in 2000. Mr. Traughber is a graduate of Tennessee State University. He is a member of the Tennessee Correctional Association, the American Correctional Association, and serves as vice-president of the southern region of the Association of Paroling Authorities, International. He has served on the Tennessee Sentencing Commission and on various committees addressing prison capacity issues.

WILLIAM TOWNSEND ANDERSON, BOARD MEMBER

Townie Anderson was appointed to the Board of Paroles January 1, 1998. He attended Maryville College and the Institute for Financial Management at Harvard University. He served in the United States Air Force. Mr. Anderson has served the State of Tennessee as Tennessee State Representative and Assistant Commissioner for the Tennessee Department of Financial Institutions. Mr. Anderson was in the banking industry for twenty (20) years and in the crushed stone industry for twelve (12) years. He is a former Rotarian in Lexington, Kentucky and Maryville, Tennessee. He is a member of the Blount County Chamber of Commerce. Mr. Anderson has served as Director and Treasurer of Blount County United Way, Director and President of the Blount County Boys Club, Director of More Blount Jobs, Inc., Director of Historical Sam Houston Schoolhouse Association, and Director of YMCA Camp Montvale.

BILL DALTON, BOARD MEMBER

Bill Dalton was appointed as a member of the Board of Probation and Parole effective April 1, 2000. He came to the Board from the Tennessee Department of Correction, where he served as Assistant Commissioner of Administrative Services from February, 1994 until his appointment to the Board. As Assistant Commissioner, his responsibilities included overseeing the divisions of Information Systems, Sentence Management, Centralized Maintenance, Engineering, Fiscal, Personnel, and Budget. Mr. Dalton attended Young Harris College and Middle Tennessee State University.

DON DILLS, BOARD MEMBER

Don Dills was appointed to the Board of Paroles April 1, 1996. He is a former state representative, a businessman and a farmer. He has served as Commissioner of Environment and Conservation, and Dyer County Executive. He is also an officer in the Tennessee National Guard.

LARRY HASSELL, BOARD MEMBER

Larry Hassell was appointed to the Board of Paroles May 1, 1996. He was employed in auto sales and wholesale from 1956 until his appointment to the Board. He served in the United States Coast Guard and the Tennessee National Guard. Mr. Hassell is a graduate of Yorkville High School and attended Bethel College and the Memphis Police Academy.

RAY MAPLES

Ray Maples was appointed to the Board of Paroles December 17, 1996. He is retired from the Memphis Police Department, where he served for 27 years. He is a founding member of the Law Enforcement Alliance of America and served on the Board of Directors for Neighborhood Watch, Inc. He was selected in 1992 to serve as chairman of the law enforcement committee. He also served in the United States Army National Guard.

SHEILA HOLT SWEARINGEN, BOARD MEMBER

Sheila Holt Swearingen was appointed to the Board of Paroles effective January 1, 1998. She has served the State of Tennessee since 1976 as a probation officer and probation manager with the Department of Corrections and Youth Development. She came to the Board of Paroles from the Department of Children's Services. Mrs. Swearingen received a Bachelor of Science degree in Social Science at Union University.

1999 – 2000

STATISTICAL

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STATISTICAL REPORT HIGHLIGHTS

PAROLE HEARINGS

15,732	Parole hearings (increase of 3.9% from FY98/99)
12,926	Grant Hearings (Initial Parole and Parole Review)
1905	Revocation Hearings
456	Rescission Hearings (Pre-and Post-Parole)

GRANT, REVOCATION, RESCISSION, AND RECIDIVISM RATES

33.1%	Grant Hearings Resulted in Parole Grant (Increase of 2.7% from FY98/99)
22.8%	Initial Parole Hearings Resulted in Parole Grant
44.3%	Parole Review Hearings Resulted in Parole Grant
95.4%	Revocation Hearings Resulted in Parole Revocation
85.7%	Rescission Hearings Resulted in Parole Grant Rescission
25.8%	Recidivism Rate (Decrease of 5.6% from FY98/99)

SUMMARY BY THE NUMBER OF INDIVIDUALS

11,680	Individuals Heard in all Grant Cases
35.8%	Individuals Heard in all Grant Cases Were Granted Parole (4185 Individuals)
1866	Individuals Heard in Revocation Cases
96.5%	Individuals Heard in Revocation Cases Were Revoked (1800 Individuals)
430	Individuals Heard in Rescission Cases (Pre-and Post-Parole)
8.7%	Individuals Heard in Rescission Cases Had Parole Rescinded (374 Individuals)

PROGRESSIVE INTERVENTION

920	Individuals Referred to Progressive Intervention
526	Individuals Successful
\$8,212,142	Progressive Intervention Cost Avoidance

PAROLE POPULATION

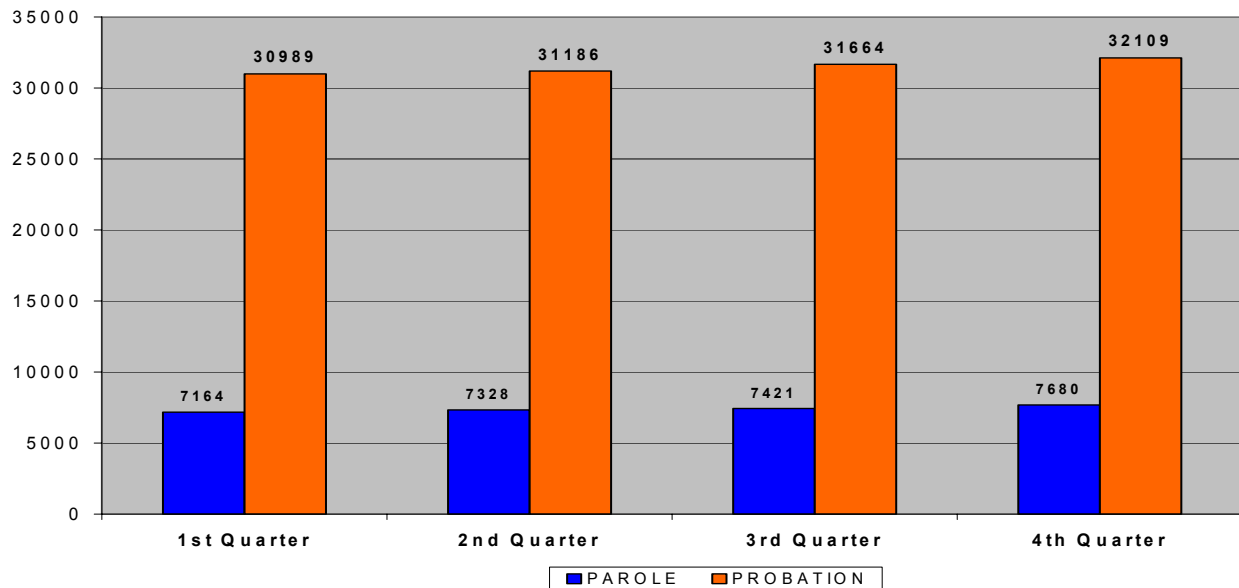
7398	FY1999/2000 Monthly Average Parole Population
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PROBATION POPULATION

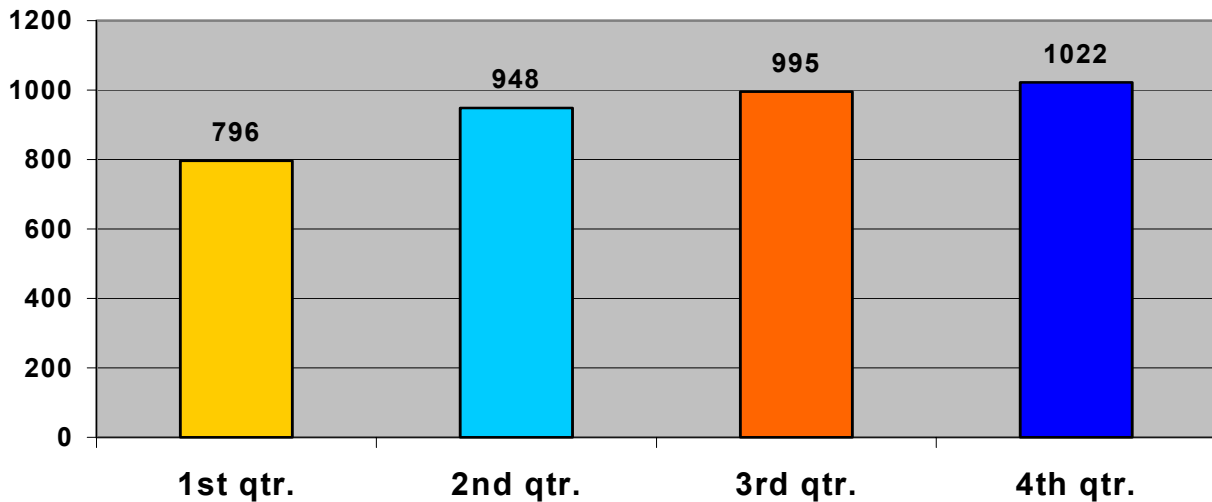
31487	FY1999/2000 Monthly Average Probation Population
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STATISTICAL REPORTS

PROBATION & PAROLE POPULATION FY-99/00

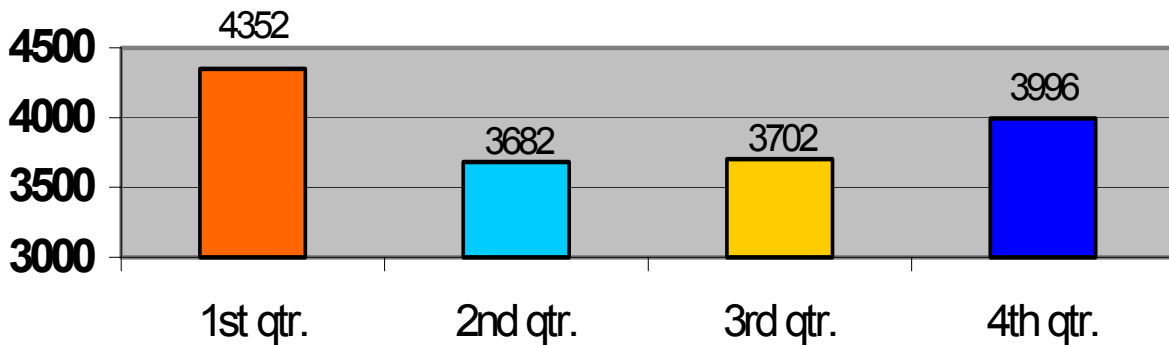


Parole Certificates Issued
(FY 99/00)

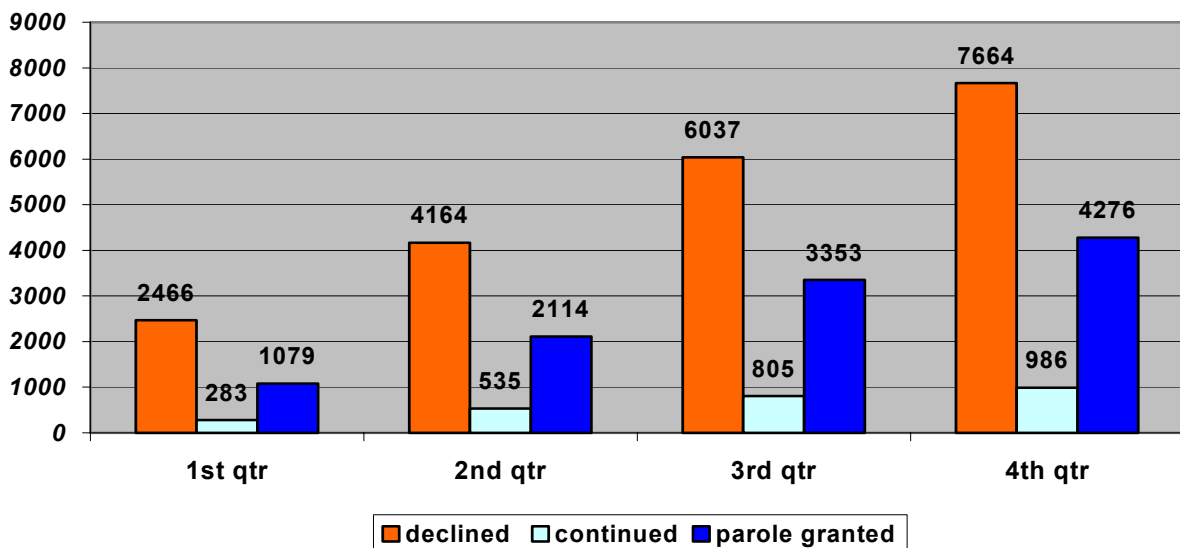


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Total Parole Hearings
(FY 99/00)

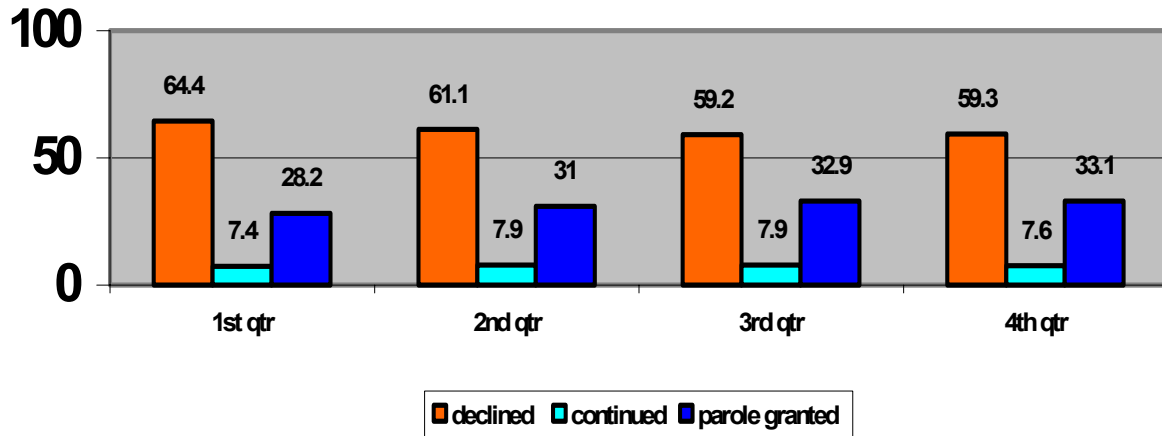


Grant Hearing Summary
(FY 99/00)

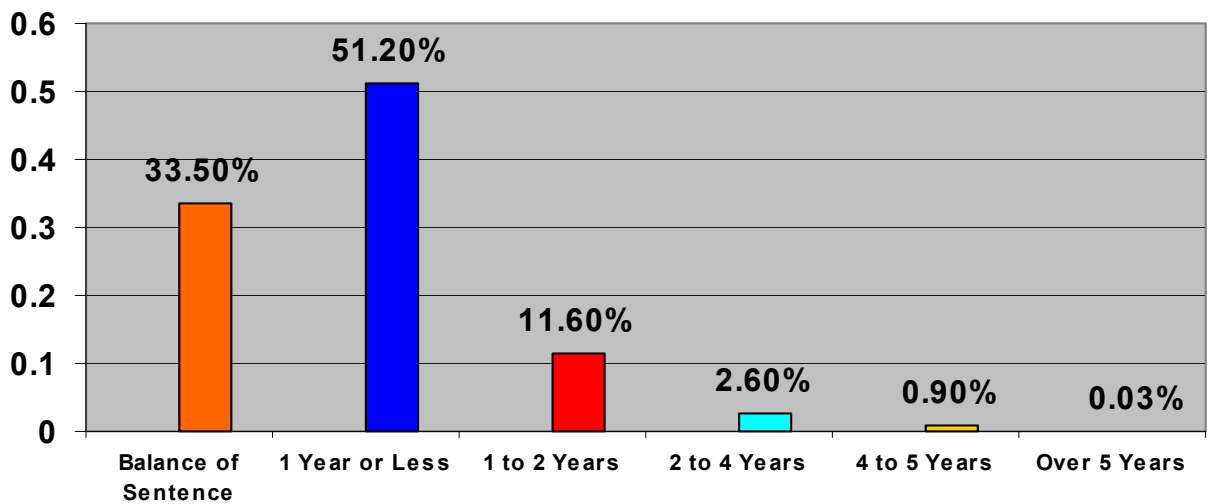


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**Parole Grant Rate
(FY 99/00)**

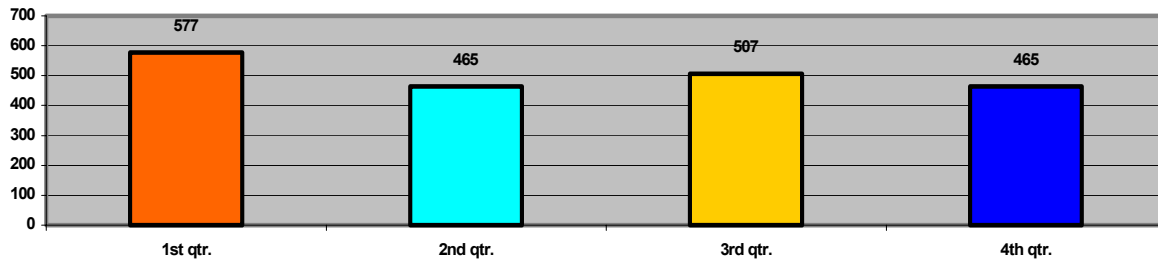


**Parole Declinations
FY1999/2000
(Percent of Total Parole Declinations)**

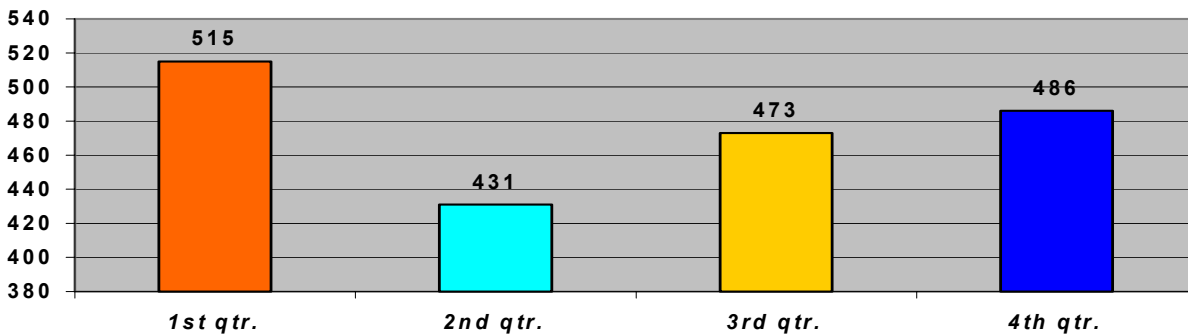


STATISTICAL REPORTS

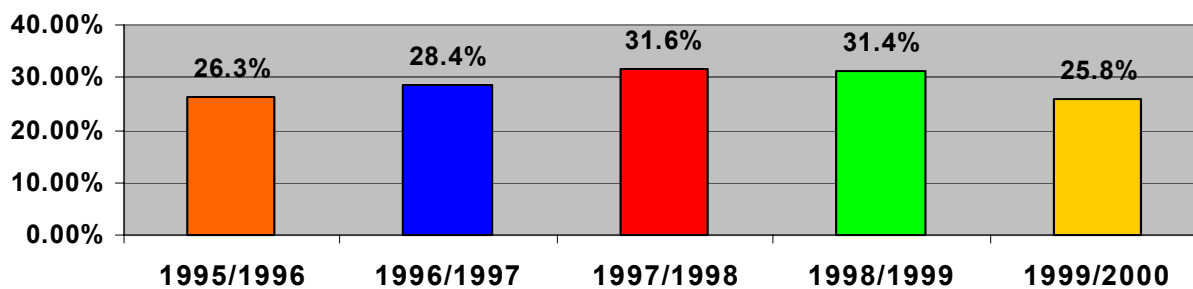
Parole Violation Warrants Issued (FY 99/00)



Parole Revocations (FY 99/00)

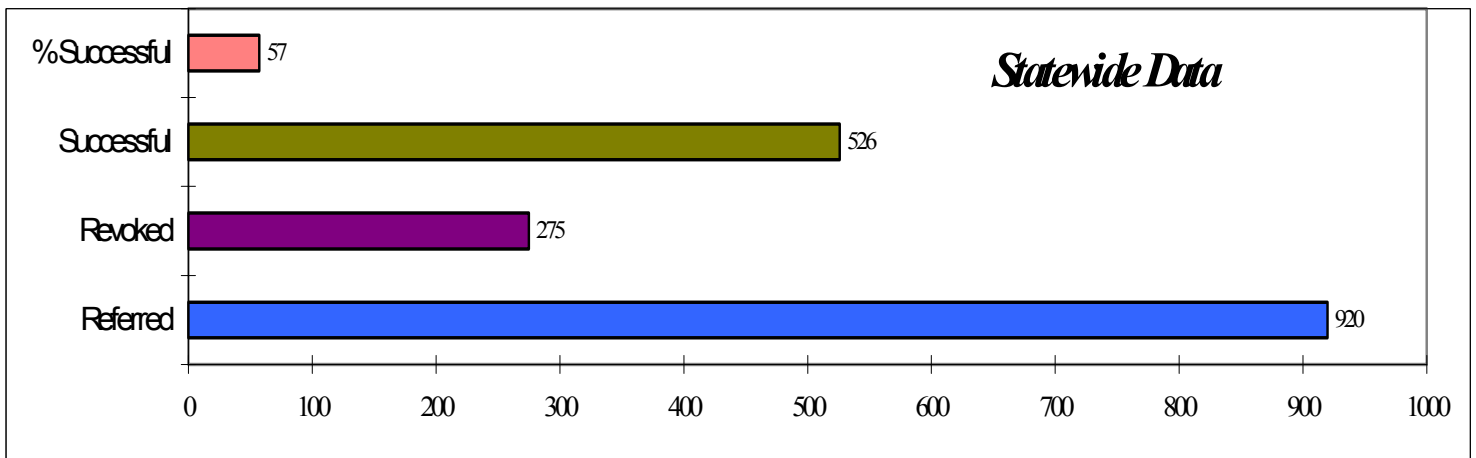
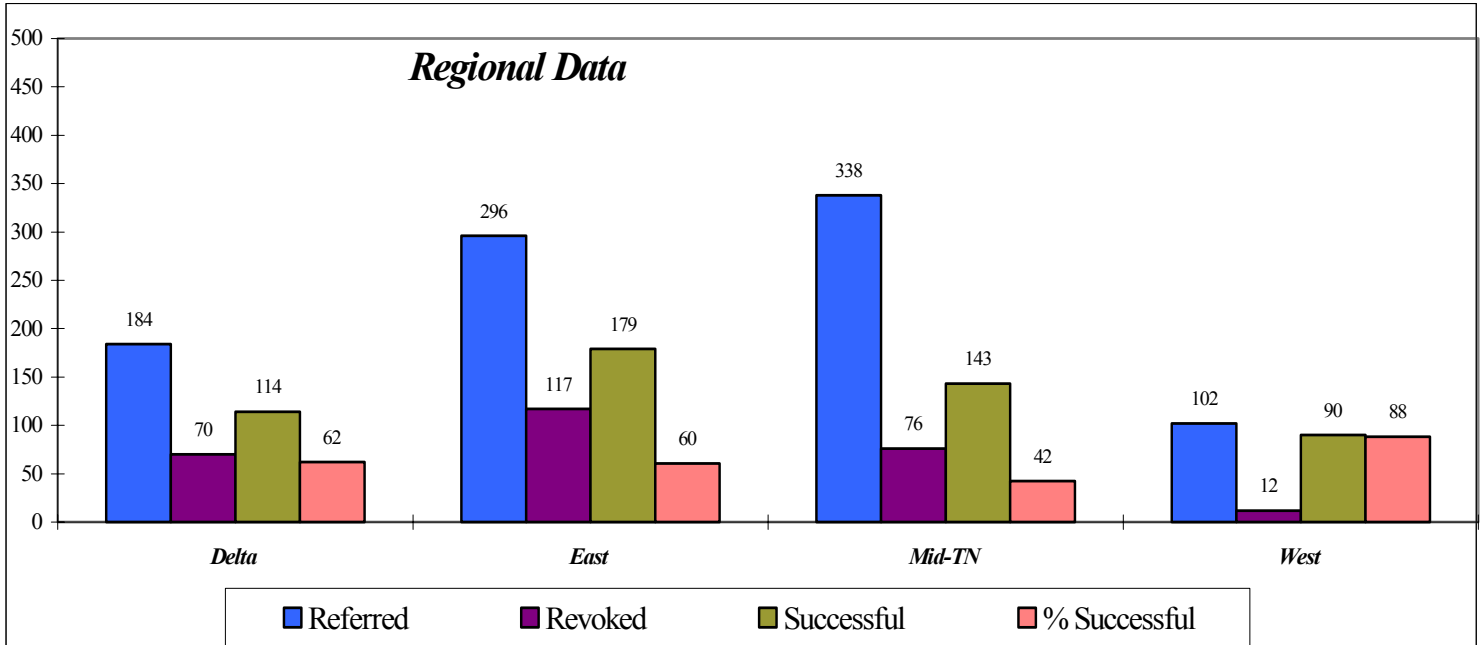


Parole Recidivism Rate



STATISTICAL REPORTS

PROGRESSIVE INTERVENTION



STATISTICAL REPORTS

FY1999/2000

Hearings, Parole Population, Certificates, Warrants

HEARING TYPE/ Recommendation, Reason	Total Hearings	HEARING TYPE/ Recommendation, Reason	Total Hearings
ADMINISTRATIVE (AD)	3	RESCISSION PRE-PAROLE (RB)	434
APPEAL (AP)		RC,01--Disciplinary	146
COMMUTATION (CM)	2	RC,02--Rec'd New Sentence	13
COURTESY (CY)		RC,03--New Information Available	49
CUSTODIAL (CU)	27	RC,04--Program Rejected	62
FOREIGN JURISDICTION (FJ)	41	RC,NF--New Felony	
INITIAL PAROLE (IP)	6776	RC,NM--New Misdemeanor	
MANDATORY (MN)	8	RC,OR--Offender Request	7
MAPP (MA)		RC,ZR--Other Rescission Reason	24
PARDON (PA)		PR--Previous Decision Remains	43
PAROLE REVIEW (PV)	6114	CR--Continue Reschedule	5
PROBABLE CAUSE (PC)	122	Recommendation, Reason Not Given	85
PF,AB--Absconder		REVOCATION (RV)	1905
PF,NF--New Felony	26	Revoke, AB--Absconder	67
PF,NM--New Misdemeanor	31	Revoke, NF--New Felony	207
PF,OR--Offender Request		Revoke, NM--New Misdemeanor	557
PF,TC--Technical	46	Revoke, OR--Offender Request	
PF,ZP--Other		Revoke, TC--Technical	957
PN--Probable Cause Not Found	17	RT--Reinstate on Parole	56
CR--Continue Reschedule	1	CR--Continue Reschedule	36
Recommendation, Reason Not Given	1	Recommendation, Reason Not Given	24
RESCISSION POST-PAROLE (RA)	22	TIME SETTING (TS)	266
RC,02--Rec'd New Sentence	5		
RC,03--New Information Available	9		
RC,NF--New Felony	1		
RC,OR--Offender Request			
RC,TC--Technical			
RC,ZR--Other Rescission Reason	1		
PR--Previous Decision Remains	3		
CR--Continue Reschedule	2		
Recommendation, Reason Not Given	1		
		All Hearings (FY Total):	15,720
		Grant Hearings IP,PV,CU,FJ,MA (FY Total):	12,958
		Parole Population (FY Monthly Ave.):	7,398
		Warrants Issued (FY Total):	2,014
		Certificates Issued (FY Total):	3,761

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FY 1999/2000 PROGRESSIVE INTERVENTION COST AVOIDANCE ANALYSIS

Parolees referred to the program	920
Parolees successfully completed the program	526
Parolees revoked	275

COST AVOIDANCE RESULTING FROM THE PROGRESSIVE INTERVENTION PROGRAM

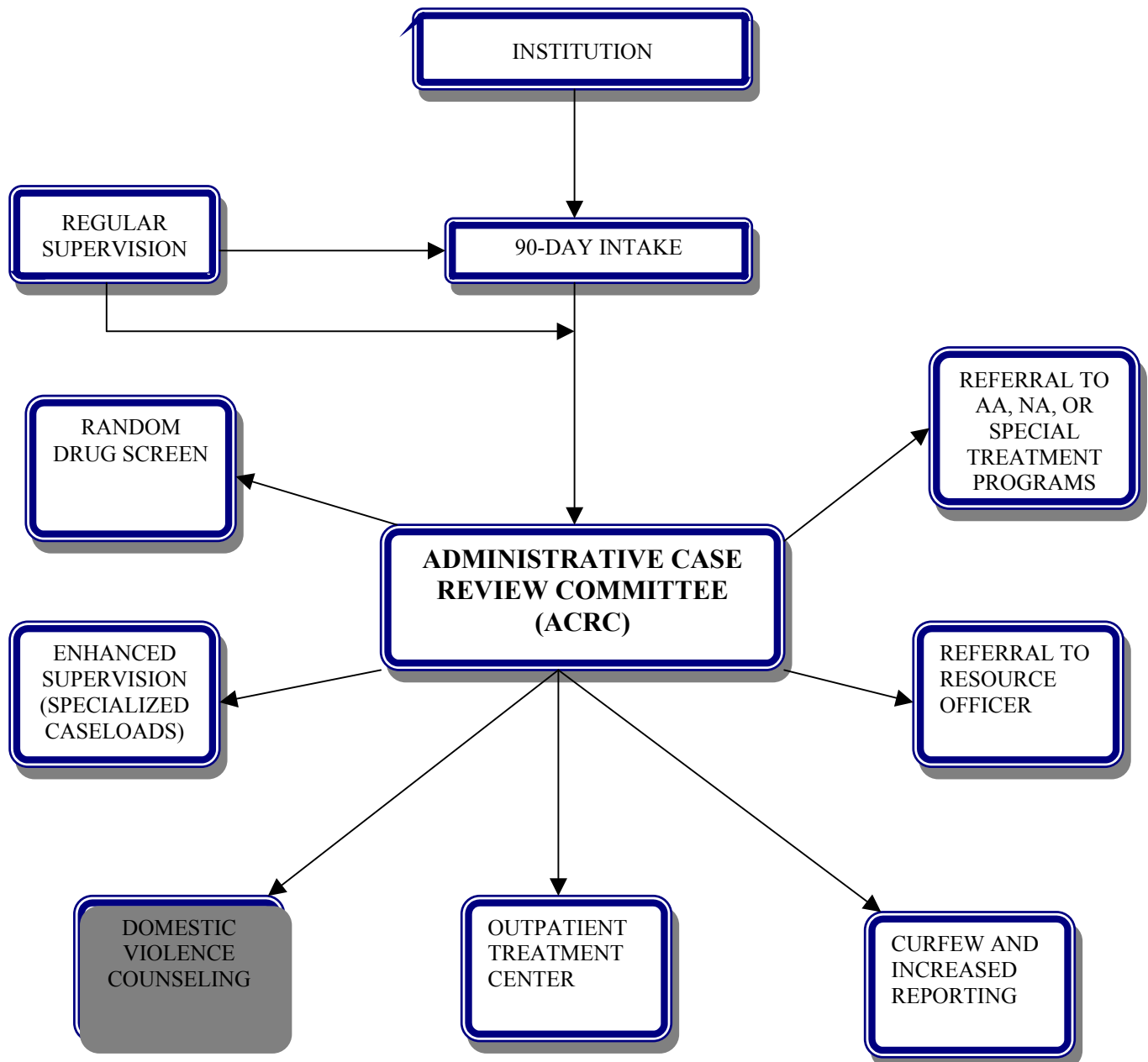
ASSUMPTIONS:

60% of parolees come from TDOC	= 526 X 60% =316
40% of parolees come from local Jails	= 526 X 40% =210
TDOC cost to house an inmate	= \$47.18 per day
Local jail cost to house an inmate	= \$42.18 per day
Cost of parole supervision	= \$2.41 per day

ANNUAL COST AVOIDANCE CALCULATIONS

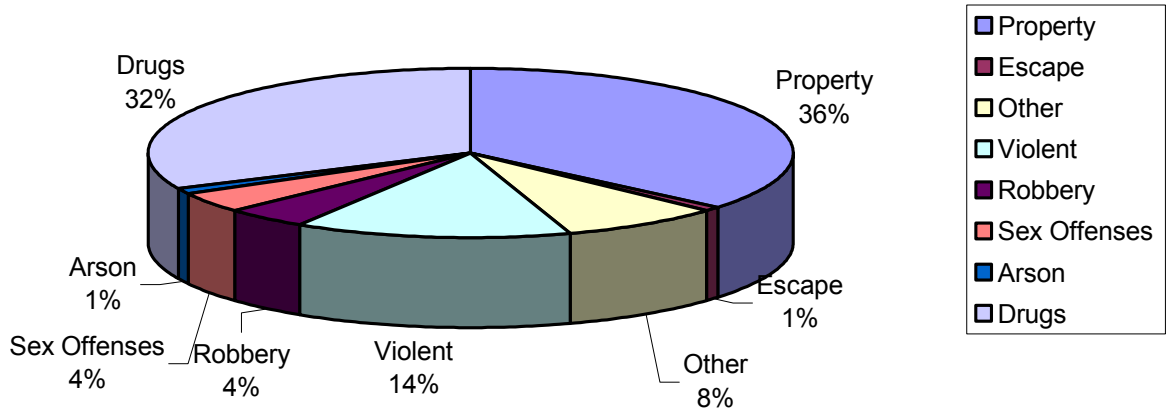
TDOC Inmate Housing Cost	= 316 inmates X \$47.18 per day X 365	= \$5,441,741
Jail Inmate Housing Cost	= 210 inmates X \$42.18 per day X 365	= \$3,233,097
TOTAL		= \$8,674,838
Parole Supervision Cost	= 526 parolees X \$2.41 per day X 365	= \$ 462,696
Total Annual Cost Avoidance (Inmate Housing Costs-Supervision Costs)		= \$8,212,142

PROGRESSIVE INTERVENTION PROCESS

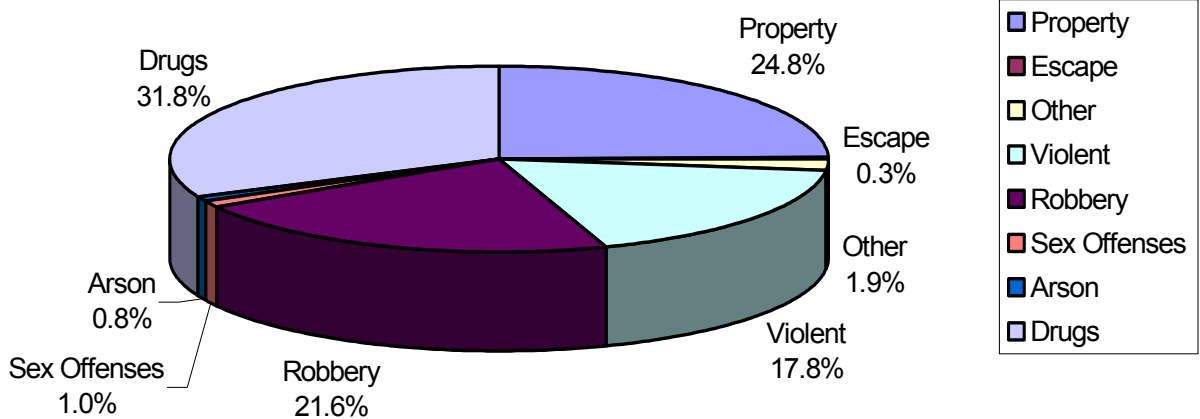


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PROBATION OFFENDER BREAKDOWN BY CONVICTION OFFENSE

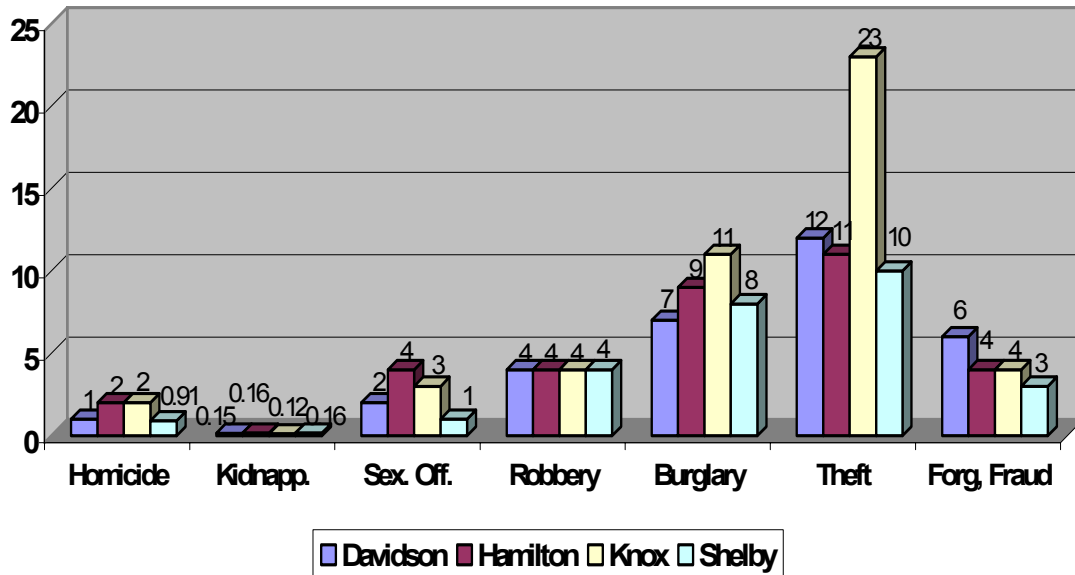


PAROLE OFFENDER BREAKDOWN BY CONVICTION OFFENSE

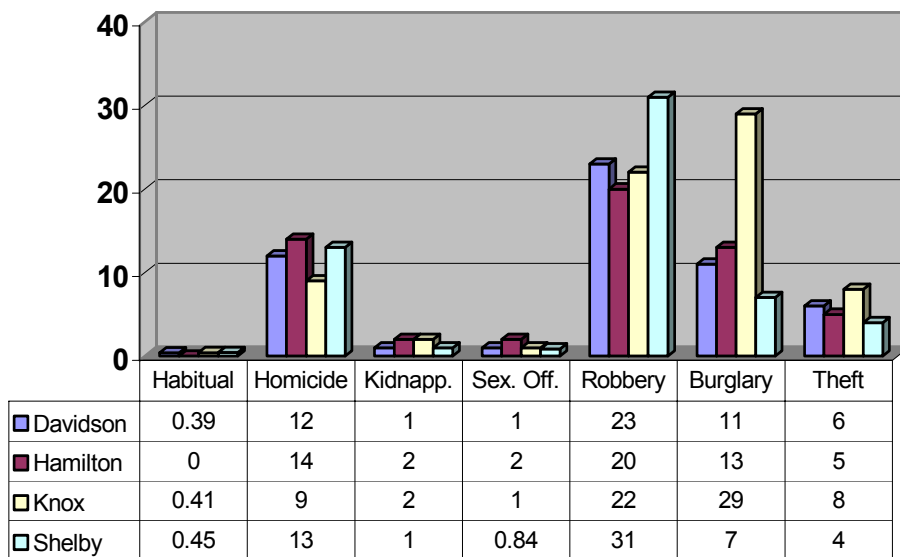


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Probation Population By Offense

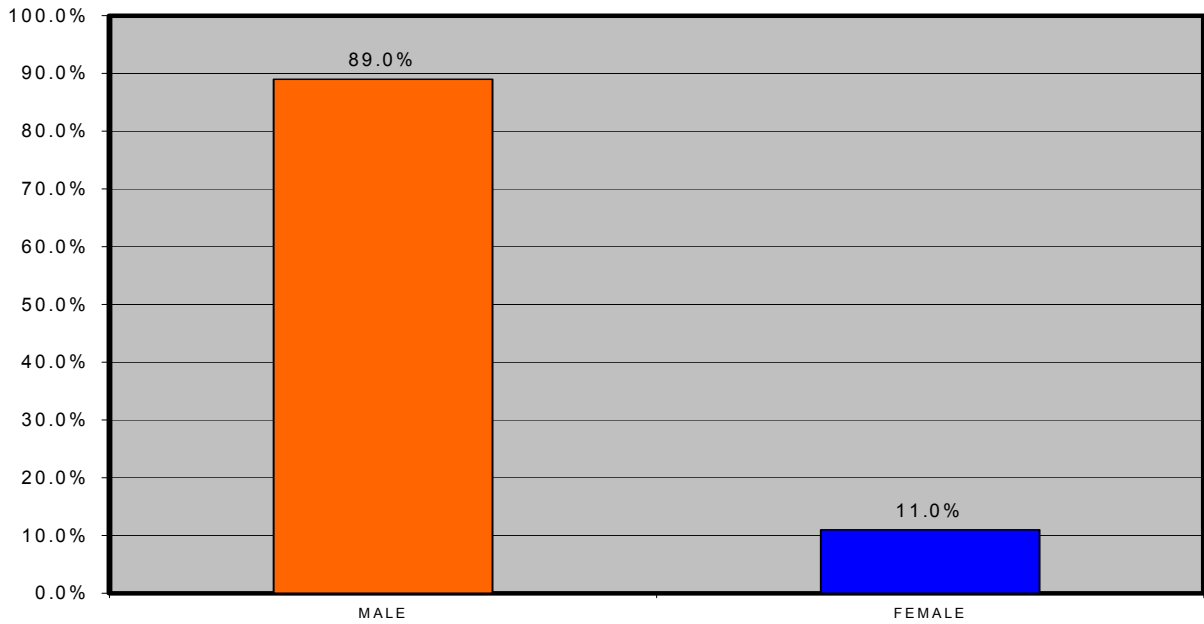


Parole Population By Offense

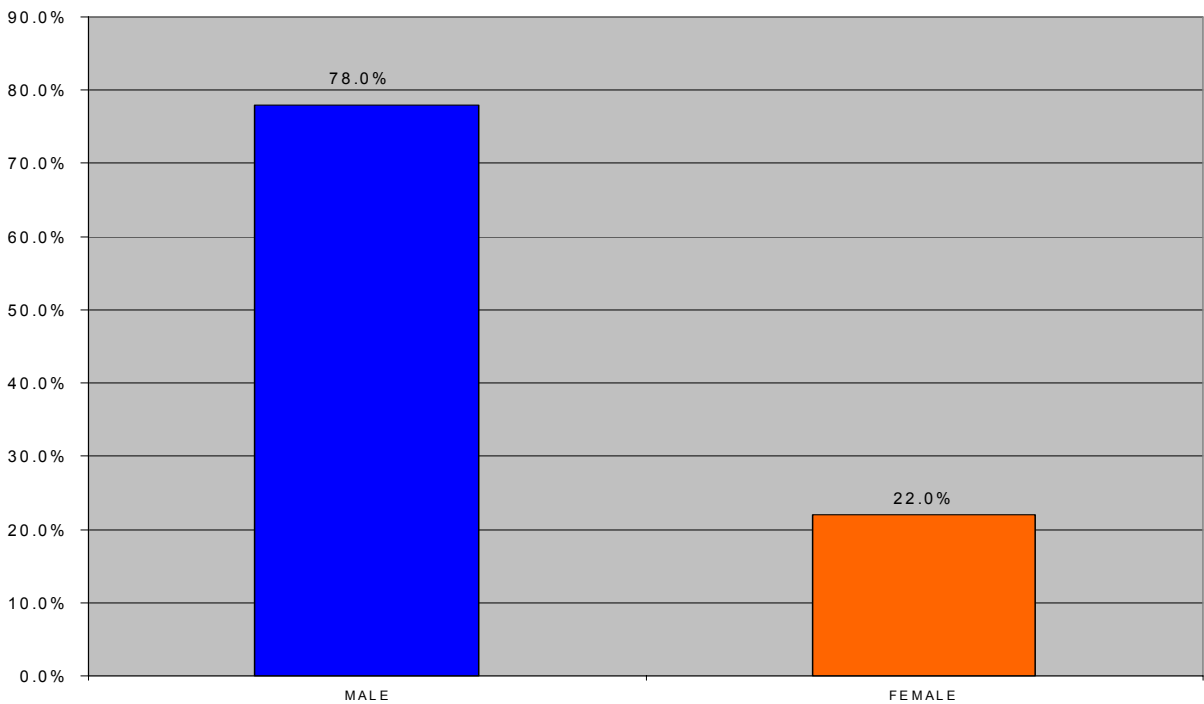


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PAROLE OFFENDER BREAKDOWN BY GENDER

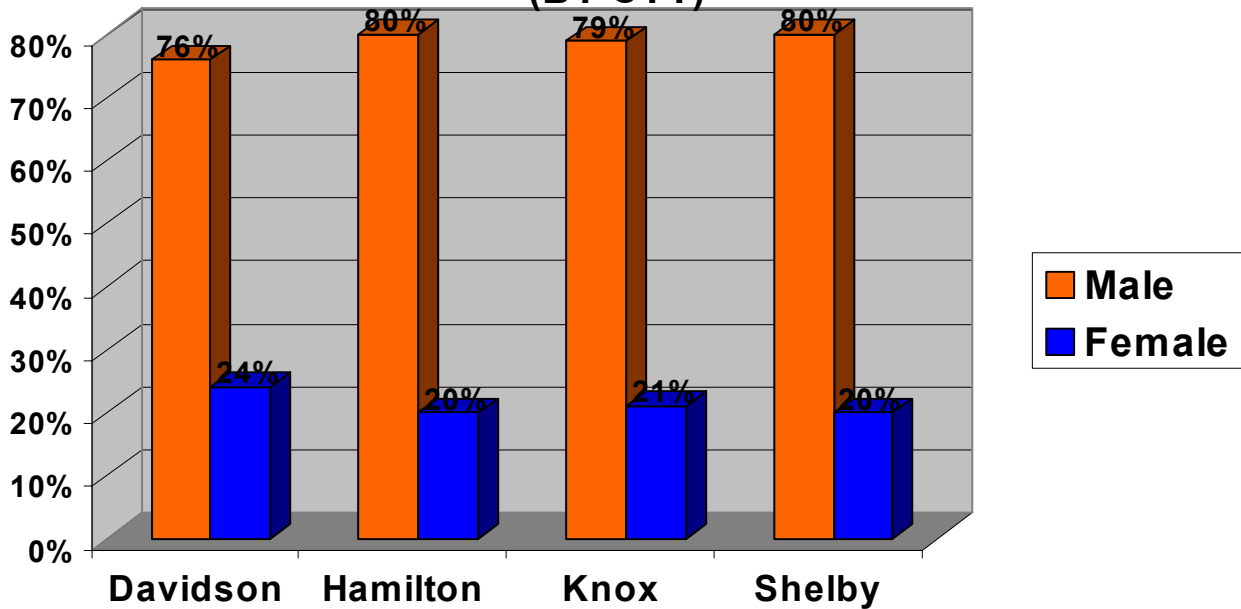


PROBATIONERS BREAKDOWN BY GENDER

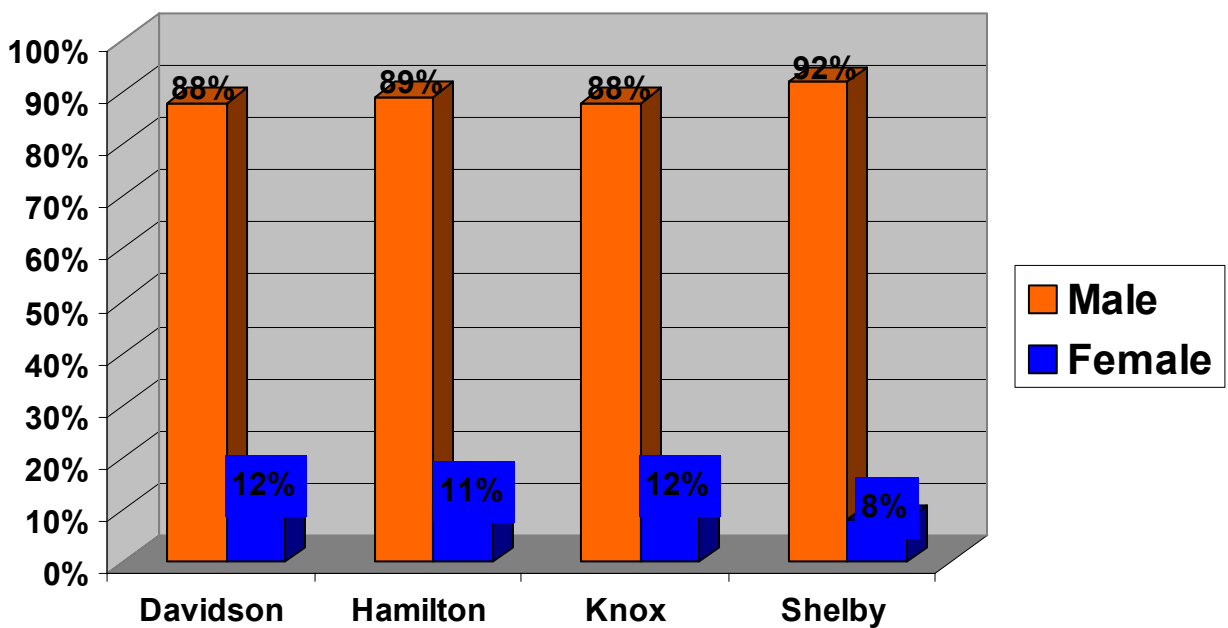


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PROBATION POPULATION BY GENDER (BY CTY)

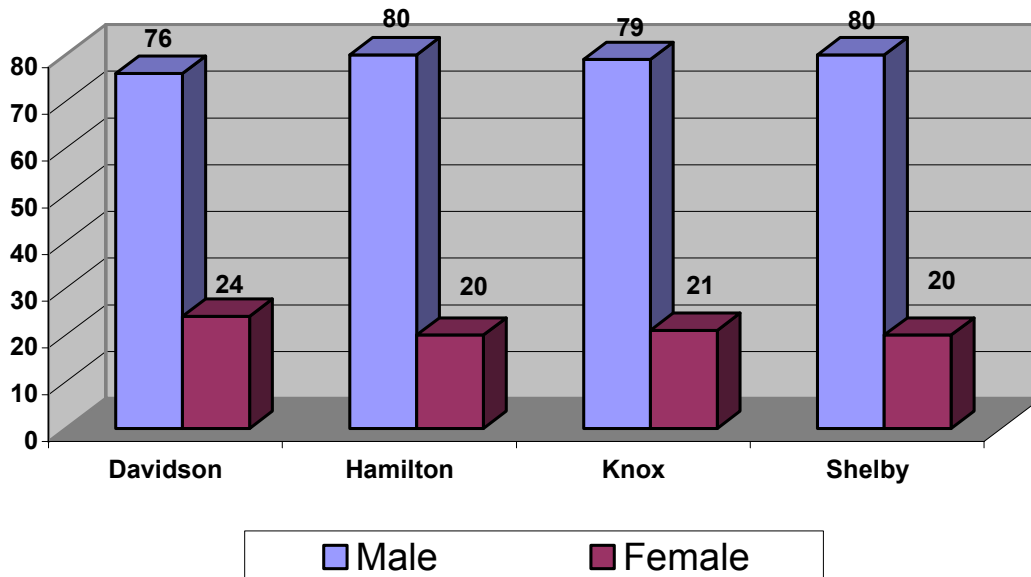


PAROLE POPULATION BY GENDER (BY CTY)

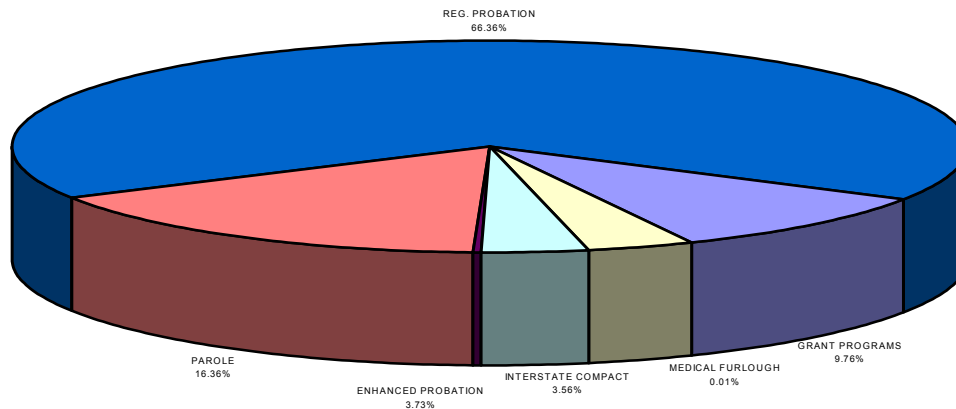


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Probation Population By Gender

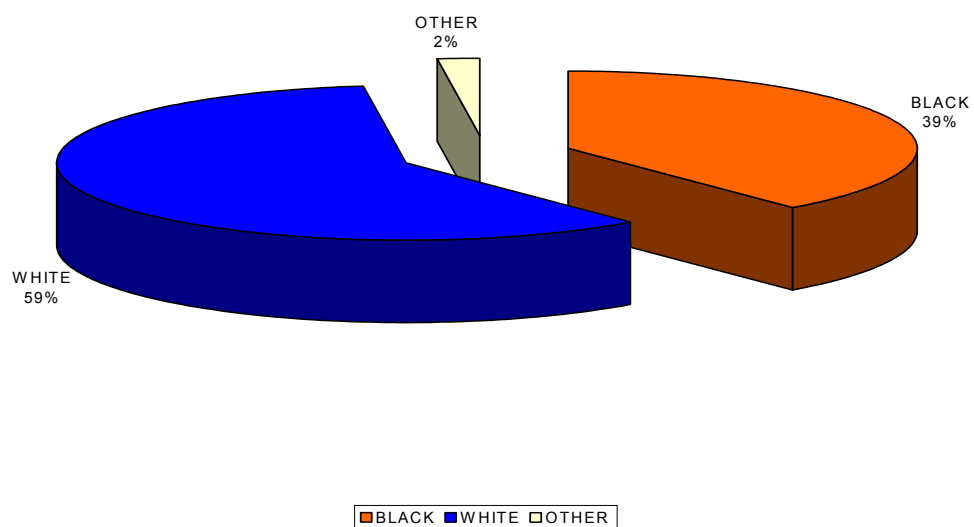


PROBATION AND PAROLE POPULATION

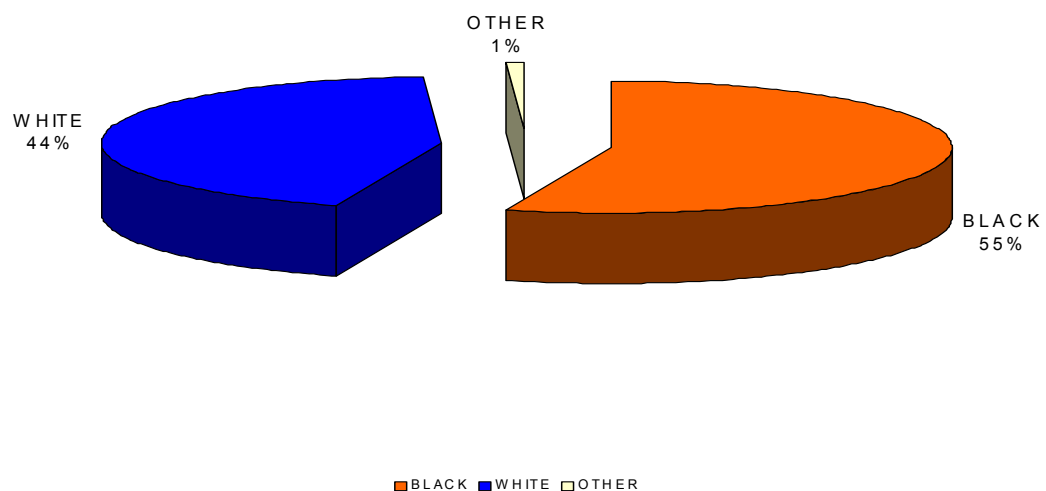


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BREAKDOWN OF PROBATIONERS BY RACE

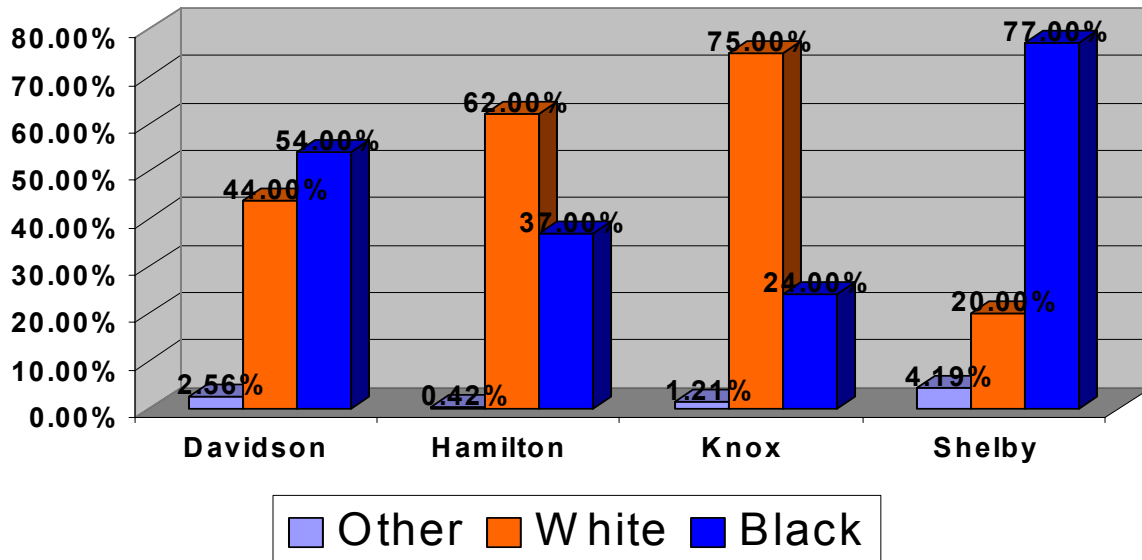


PAROLE OFFENDER BREAKDOWN BY RACE

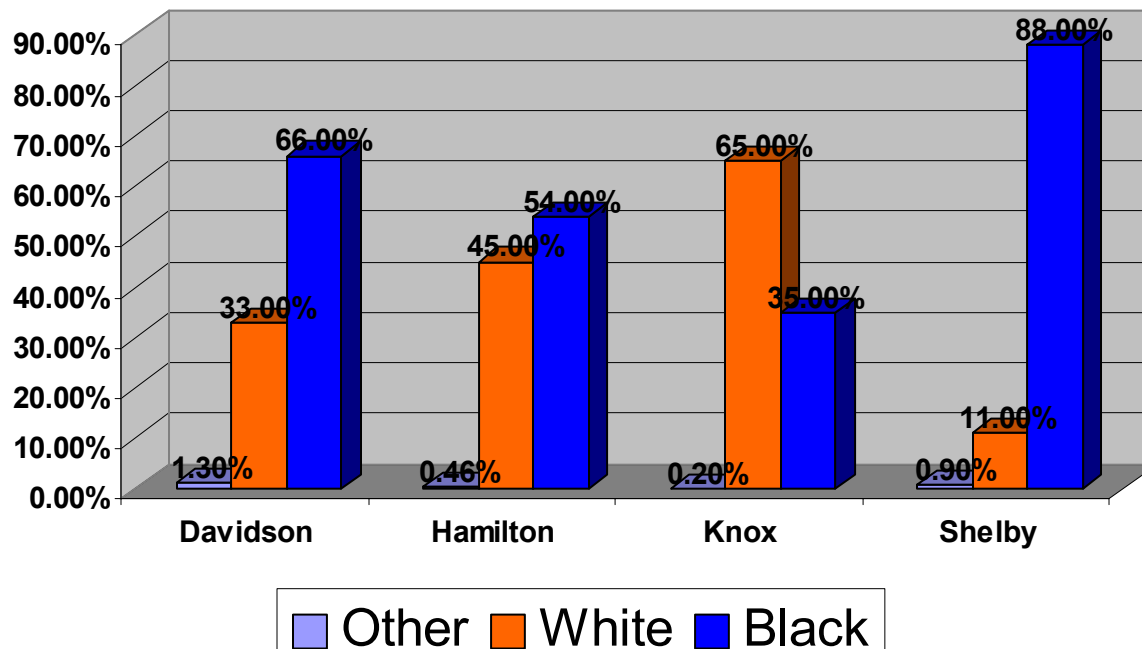


STATISTICAL REPORTS

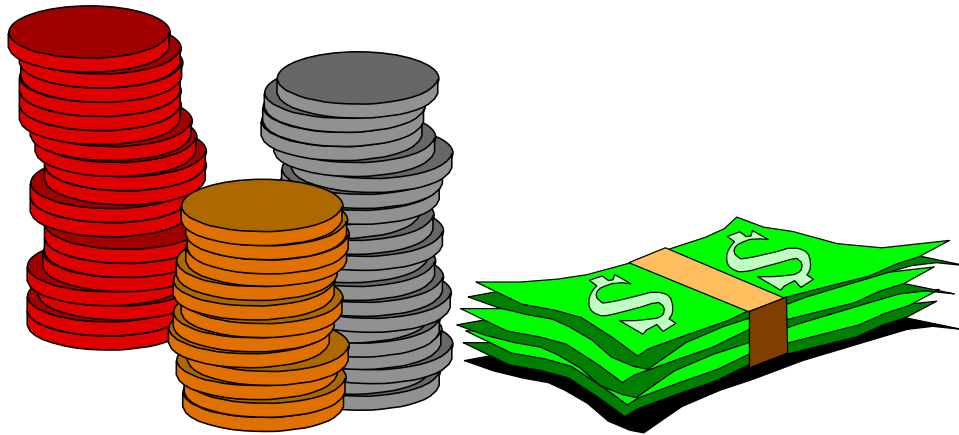
PROBATION POPULATION BY RACE



PAROLE POPULATION BY RACE



ADMINISTRATIVE



SERVICES

ADMINISTRATIVE SERVICES

It is the responsibility of the Administrative Services Division to provide support services to all Board of Probation and Parole Programs. Support services for this agency consists of:

➤ **FISCAL SERVICES**

➤ **HUMAN RESOURCE SERVICES**

Fiscal Services is responsible for the processing of all financial transactions for the Board. Fiscal functions include:

Travel Claims	Contract Development/Processing
Purchasing	Equipment Inventory
Surplusing	Records Management
Budget Development/Processing	Facility Management
Vendor Payments	Printing Requests
Fee Collection	

Human Resources is responsible for processing all personnel transactions, handling of personnel activities, and administering all rules, policies and procedures of personnel administration for the Board of Probation and Parole for 938 employees.

A committed staff of eight (8) work to achieve efficiency and compliance in the responsibilities of Leave and Attendance, Employee Insurance, Affirmative Action, Payroll, Civil Service Registers, Personnel Transactions, Employee Grievance, EEOC, Disciplinary Process, Employee Relations, Performance Evaluations, Classification/Compensation, Sick Leave Bank, Family Medical Leave, EAP, Staffing Maintenance, Workers Compensation, Employee Suggestion, Applicant Services, and ADA.

Human Resources promotes communication with employees and the public on fair employment practices and conformance to Civil Service Law and applicable federal statutes.

ADMINISTRATIVE SERVICES

Board of Probation and Parole FINANCIAL REPORT – EXPENDITURES FY 1999-2000

010	Regular Salaries	\$ 23,962,349.87
020	Benefits and Longevity	\$ 6,137,840.28
	TOTAL PERSONAL SERVICES AND BENEFITS	\$30,100,190.15
03	Travel	\$ 930,097.45
04	Printing, Duplicating and Services	\$ 152,583.23
05	Utilities & Fuel	\$ 0.00
06	Communications	\$ 210,194.41
07	Maintenance, Repairs and Service	\$ 36,432.82
08	Professional Services/Third Parties	\$ 182,575.46
09	Supplies and Materials	\$ 1,195,666.90
10	Rentals and Insurance	\$ 3,107,153.49
11	Motor Vehicle	\$ 374.72
12	Awards and Indemnities	\$ 10,049.05
13	Grants and Subsidies	\$ 218,628.03
13	Community Correction Expenditures	\$ 8,887,421.29
14	Unclassified Expenses	\$ 1,601.07
16	Equipment	\$ 0.00
25	Professional Services/State Agencies	\$ 2,328,233.02
	Total Other Expenditures	\$ 17,261,010.94
	TOTAL EXPENDITURES	\$ 47,361,201.09
	FUNDING SOURCES	
	State Appropriation	\$ 47,337,525.24
	Interdepartmental	\$ 23,675.85
	SUPERVISION AND REHABILITATION FUND	
	Parolee	\$ 458,272.97
	Probation	\$ 2,200,526.43

BOARD OPERATIONS



BOARD OPERATIONS

The Division of Board Operations is responsible for scheduling timely parole hearings; providing information and materials needed for the Board to make effective decisions; issuing parole and determinate release certificates; maintaining offender files; providing victim liaison services; requesting psychological evaluations; and processing executive clemency applications.

DOCKET SECTION

The docket section is responsible for preparing parole dockets; requesting information and reports for hearings; entering hearing decisions; and processing the final disposition for all hearings.

CERTIFICATE SECTION

The Certificate section prepares and issues probation and parole certificates. Parole certificates are issued for felons with a parole grant. Probation (determinate release) certificates are issued for offenders certified eligible by the Department of Correction with a two year or less sentence.

VICTIM SERVICES

The Victim Services Liaison and Victim Coordinators in the field educate victims/family members/interested parties about the parole process and their rights as victims/family members/interested parties within the process.

During FY 99-00, 9,550 contacts were made by victims/family members. Contact was also made with other agencies associated with victim services.

PSYCHOLOGICAL UNIT

The psychological unit is responsible for requesting, tracking and receiving psychological evaluations of inmates for parole hearings.

EXECUTIVE CLEMENCY UNIT

The executive clemency unit is responsible for processing pardon and commutation applications.

FILEROOM

The fileroom is responsible for tracking and filing approximately 35,510 offender files and maintaining 1,710 audio hearing tapes and micrographics film reels.

OMBUDSMAN

The Ombudsman position is the Board liaison for responding to public inquiries concerning parole hearings. Duties and responsibilities include the review, acknowledgment, and distribution of incoming correspondence, and answering inquiries regarding parole hearing matters. The position serves as Keeper of the Records for the Board's fileroom, and is responsible for supervision of the fileroom staff. For Fiscal Year 1999/2000 approximately 7,700 contacts with the Ombudsman were made by the public.



FIELD SERVICES

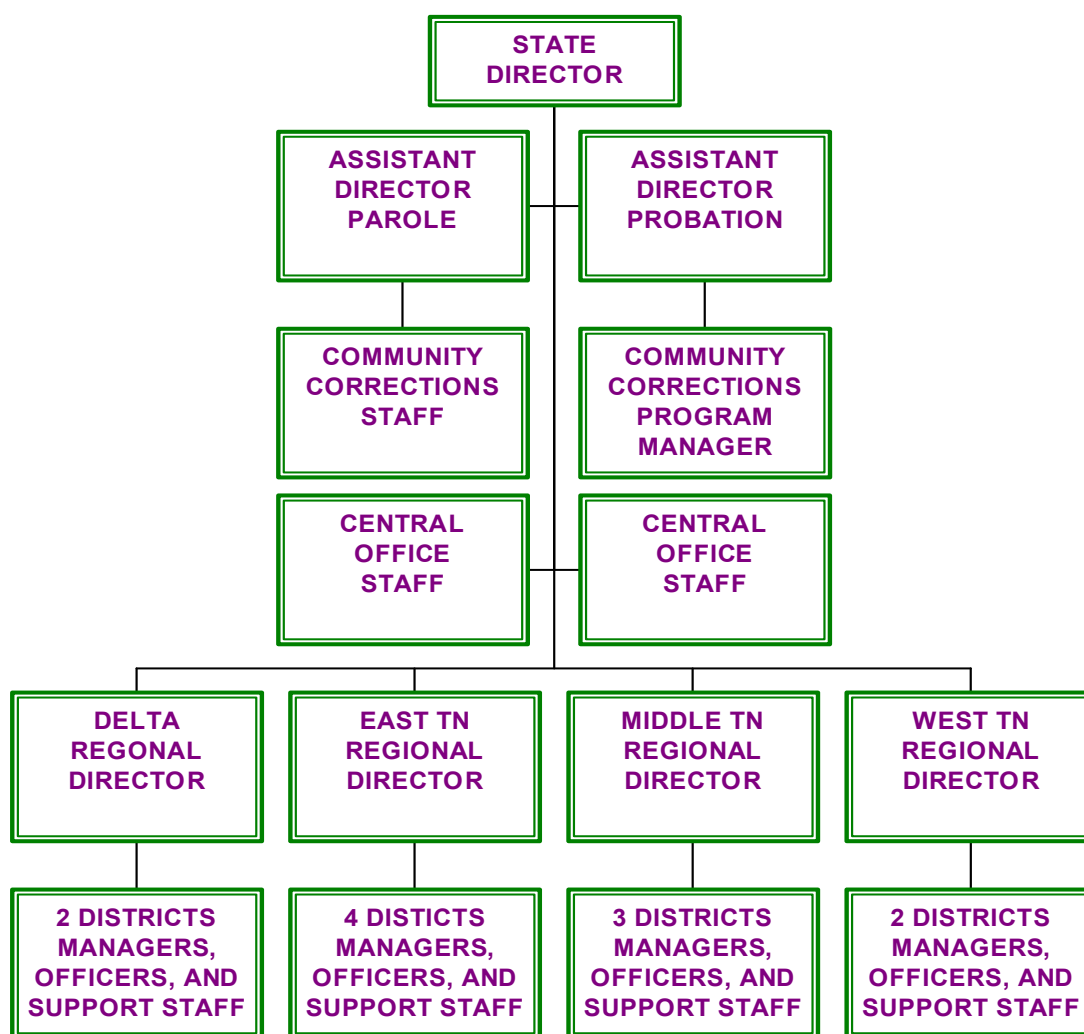
FIELD SERVICES

MISSION STATEMENT

The mission of the division of Probation and Parole Field Services is to supervise and facilitate the reintegration of probationers and parolees into a free society. This mission is a component of the agency's overall mission to minimize public risk and promote the lawful behavior by prudent, orderly release and community supervision of adult felons.

ORGANIZATION

The State Director of Probation and Parole supervises the Field Services Division of the agency. This division is structured with four (4) Regional Directors in four (4) regional offices, each serving a designated number of counties within their region. In addition to the regional offices, there are nine (9) district offices and thirty-one (31) field offices. The Regional Directors have responsibility for the overall supervision of staff within their respective regions with the District Directors having operational responsibility of their district within the region. The Probation and Parole Officer Supervisors have immediate supervision over the Probation and Parole Officers. Clerical and support staff is also located within the established offices.



FIELD SERVICES

COMMUNITY COLLABORATION AND PARTNERSHIP

Community Safety Collaboratives are being organized in all parts of the State, based on a model developed in Knoxville, Tennessee. The community collaborative and partnership is an agreement intended to create a formal, day to day, working relationship between police law enforcement and the probation/parole officer. The overall goal of that relationship is to provide effective supervision of probationers/parolees through information sharing, case management, and enhanced supervision.

The goals of the partnership are accomplished by:

- ◆ Establishing an offender identification card process. Offenders are photographed and an identification card is made. The offender is required to carry it at all times and present it to law enforcement during any contact.
- ◆ Sharing information about probationers/parolees via computerized exchange to assist the reintegration of offenders into the community.
- ◆ Assisting in the development of progressive sanctions, including community service, for violations of probation/parole conditions and making use of alternative sanctions on an ongoing basis.
- ◆ Participating in the development and delivery of training for police and probation/parole staffs who participate in the joint supervision teams.
- ◆ Geographic assignment of probation/parole officers to coincide with local law enforcement. Used in conjunction with a ride along program, this enhances inter-agency cooperation at the line level.
- ◆ Geo-mapping offenders to better manage the population and make threat assessments.

DUTIES OF PROBATION AND PAROLE OFFICERS

The duties of Probation and Parole Officers are to supervise/investigate, the conduct, behavior, and progress of probationers and parolees assigned to them for supervision. They also make a report to the Board and to the Courts on the progress of probationers and parolees, and perform such other duties and functions as the Board may direct.

Violation of any of the conditions of parole is a potential cause for revocation or other sanctions ordered by the board. Probation and parole officers report violations of parole to the board and may make recommendations to what action should be imposed. In addition, any violation of the conditions of probation is a potential cause for revocation or other sanctions ordered by the courts.

INSTITUTIONAL PAROLE OFFICERS

The Institutional Probation/Parole Officer acts as an on-site liaison between the Board, Department of Correction Adult Institutions, and jails for the purpose of ensuring that the necessary information needed for the Board is gathered. Institutional probation/parole officers provide information about parole policies and procedures to institutional staff and offenders, coordinate the approval of parole release plans, and participate in pre-release programs.

FIELD SERVICES

OFFENDER TREATMENT SERVICES

The Field Services Division is focusing on establishing collaboration and partnerships with service providers statewide. In developing these partnerships data sharing, geo-mapping, geographic assignments, identification card process, field interviews, ride-along-programs and inter-agency agreements have been established in Knoxville, Chattanooga, Nashville, Jackson and Memphis. These partnerships have progressed to establishing supervision teams and a service provider network. Probation/Parole Officers are working together with local law enforcement and service providers to identify the offender as well as the needs and availability of services for that offender. This process has proven to enhance the protection of the community as well as public safety and improve service delivery for the offender.

INTERSTATE COMPACT AGREEMENT

The interstate compact agreement for the supervision of parolees and probationers was established to provide for the orderly transfer of supervision of parolees and probationers between different state jurisdictions. All fifty states, Puerto Rico and the Virgin Islands are members. The two primary goals of the compact are community protection and the rehabilitation of the client. Community protection involves regulation of travel, supervision of the offender, and returning the offender to the sending state upon violation.

COMMUNITY SERVICE OR WORK PROJECT PROGRAM

The Work Project Program required by legislative action in 1984 and funded in 1985, is a special condition attached to the probation certificate requiring probationers to complete a specified number of work project hours in the community at no expense to the citizen. Community service work is done for non-profit and governmental agencies. Policy is currently being written to include parolees.

Probation/Parole officers are assigned to coordinate the community service program throughout the state. Officers are responsible for making the appropriate community service assignment for the offenders and monitoring offenders to ensure that the offenders are reporting to the agencies as agreed.

DETERMINATE RELEASE PROGRAM

According to TCA 40-35-501, felony sentences of two (2) years or less are placed on mandatory determinate probation, after serving 30 percent of their sentence, after a 10 day notification has been given to the District Attorney, Sheriff, and Warden and if no objection petition has been filed. During FY 1999/2000, the Board of Probation and Parole had an intake of 2,404 offenders onto determinate release probation.

BOOT CAMP/TECHNICAL VIOLATOR PROGRAM

According to TCA 29-206, upon successful completion of the Special Alternative Incarceration Program located in Wayne County, an offender is release to the probation supervision for the remainder of his sentence. These sentences include property offenses up to six (6) years and drug offenses up to twelve (12) years. The program was designed to assist in providing more space in state institutions for more serious and violent offenders. The Technical Violation Program is utilized for probation and parole offenders who have violated supervision rules other than new offenses. During FY 1999/2000, the Board of Probation and Parole had an intake of 206 offenders through the.

FIELD SERVICES

ENHANCED/INTENSIVE PROBATION

The Intensive Probation Program was established by policy in 1986 as an alternative to incarceration for nonviolent offenders. Offenders are placed in highly structured programs where they are seen more often than offenders who are on regular probation. Supervision includes the following: random drug screens, electronic monitoring, curfew checks, home visits, and monitoring any court ordered special conditions. Home visits occur at night and on weekends. Once the offender successfully completes the program, he/she is moved to regular probation programming for any remaining period of supervision. Probation offenders may also be moved into the program by judicial order from regular probation as an alternative to incarceration for a probation violation. During FY 1999/2000, the Board of Probation and Parole provided supervision for 1,657 intensive offenders.

INVESTIGATIVE REPORTS

TCA 40-35-205 Probation/Parole Officers prepare and submit a variety of investigative reports. Pre-sentence reports are submitted to the criminal courts to assist them in determining sentence and range of punishment for offenders and to determine eligibility of offenders for probation or diversion. Classification reports are prepared and submitted to the Department of Correction to assist in determining appropriate placement of offender within state institutions. Probation/parole officers also prepare release plan investigations to provide relevant information to the Parole Board when considering offenders for parole. During FY 1999/2000, officers completed 16,065 investigative reports (*This figure does not include release plans-need to add the total rp reports to this figure*).

THE VOLUNTEER PROGRAM

Volunteers are a significant and vital part of the probation and parole system. Each regional director appoints a staff member as a volunteer coordinator to manage and recruit volunteers and monitor the implementation of the program. The volunteer coordinator is responsible for planning, recruiting, interviewing, orienting, training, and placing volunteers in specific jobs. The coordinator serves as a liaison between the community and the facility, the staff and the volunteers, and the volunteers and the offenders.

Volunteers may perform services in any area of probation and parole where needs are identified. Some roles that volunteers perform are caseload assistant, advisory board members, clerical, etc. Volunteers gain satisfaction for their efforts through people helping people.

OFFENDER EMPLOYMENT PROGRAM

The offender work program focuses on getting unemployed probationers and parolees employment. It is vital that offenders become employed within a reasonable period of time after they are placed in the community if they are to successfully complete their probation and/or parole supervision.

GROUP REPORTING

Group reporting can be a valuable tool for probation/parole officers in case management. Use of group reporting maintains supervision through face-to-face contacts with low risk offenders while efficiently managing the officer's time. This allows the officer to expend more time and attention to higher risk offenders, which enhances public safety, without reducing the level of supervision for other offenders. Group reporting enhances the possibility for the probation/parole officer to continue to achieve the optimum level of supervision despite increased caseloads.

FIELD SERVICES

OFFENDER FEE COLLECTIONS

The Field Services Division collects fees from eligible probation/parole offenders according to TCA 40-28-201. The fees are set at a maximum of \$45 per month based upon income level and hardship factors according to the statute. The fees are separated into three funds: Supervision, Diversion, and Criminal Injuries Compensation. The supervision and diversion funds are utilized to offset the cost of offender supervision and based upon state law may be used to fund personnel, training of agency staff, agency equipment, and providing treatment for offenders. The Criminal Injuries Compensation Fund is operated under the auspices of the State Attorney General's Office. These moneys are utilized to provide financial relief to crime victims or their next of kin for expenses incurred as a result of violent crime. During FY 1999/2000, the agency collected \$5,015,153.00 in total fees, \$2,782,501.00 in supervision/diversion funds and \$2,232,651 in funds to the Criminal Injuries Fund.

COMMUNITY CORRECTIONS PROGRAM

In 1985, a special legislative session for correctional issues created the Community Corrections Grant Programs to reduce prison overcrowding. The Community Corrections Grant Programs diverts felony offenders from the prison system and provides necessary supervision and services to the offenders. The goal of Community Corrections Grant Programs is to reduce the probability of criminal behavior while maintaining the safety of the community.

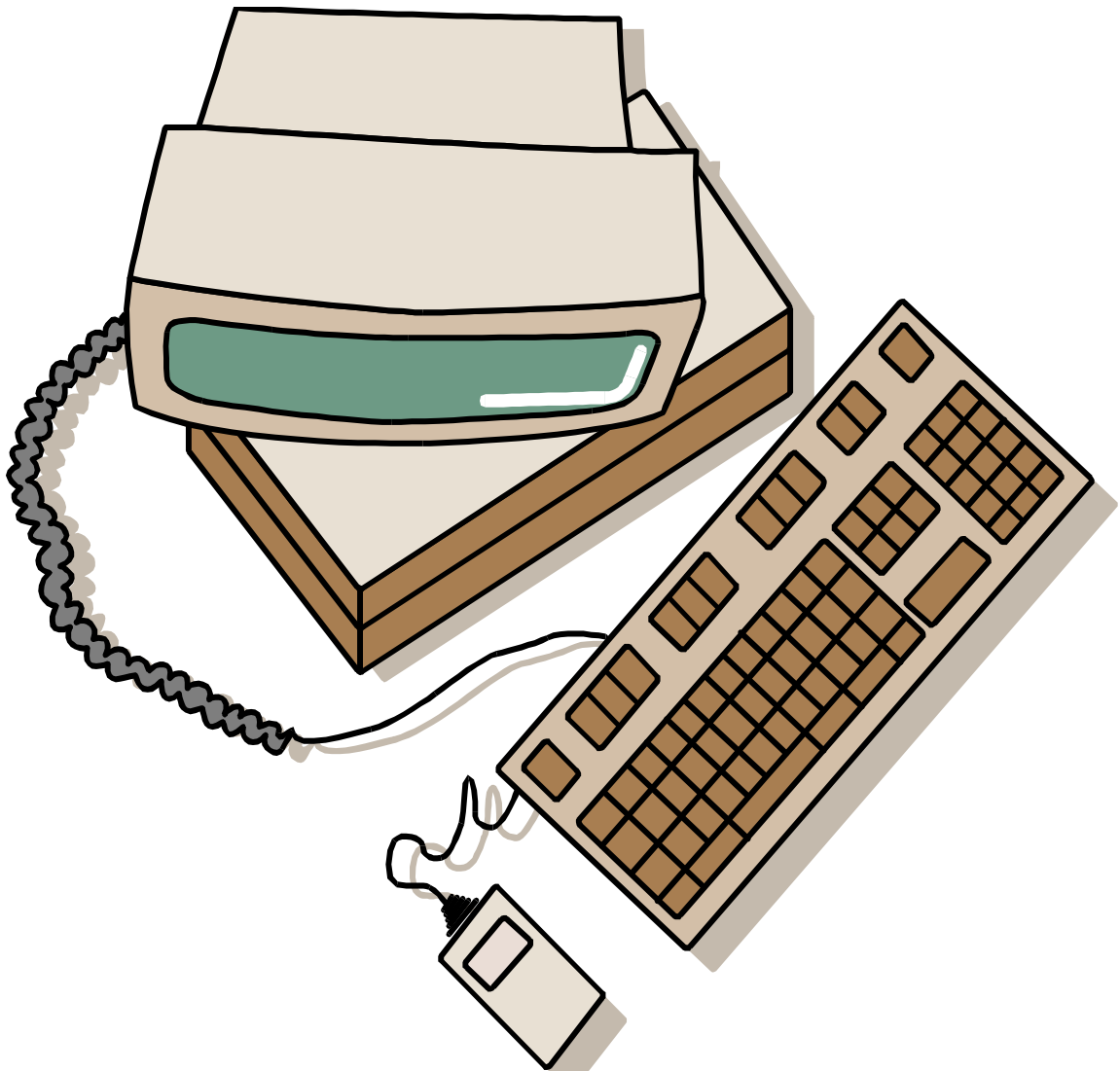
The Community Corrections Grant Programs offer local courts increased options, assists victims, provide public service to local governments, in a cost effective manner. Through the Grant Programs, Tennessee taxpayers avoid paying the high cost of jail or prison for non-violent offenders. The average costs for FY 99/00 was \$4.60 per day for Community Corrections while the average higher costs for jails are over \$35 per day and over \$45 per day for prison. The felony offenders also pay supervision and community corrections fees to defray the cost of the program.

Statewide, FY 99/2000 there were 5,291 offenders serviced, over 52% of the offenders successfully complete their community correction sentence. The recidivism rate averages less than 10% for the 12 months period following successful termination from the Community Corrections Grant Programs. This is proof that the Community Corrections Program is working and leaving space in the prisons and jails for violent and repeat offenders.

There are 20 programs operating in Tennessee, 6 Non-Profit Agencies, 6 Human Resource Agencies, and 8 County Programs. Within the 20 programs, there are 3 Residential Programs (2 males and 1 female) and 4 Day Reporting Centers. State Legislation passed in 1998 moves the administration of the Community Corrections Grant Programs to the newly created Board of Probation and Parole. On July 1, 1999, this change was officially enacted.

The Community Corrections Grant Programs are varied statewide and designed to serve the needs of the local communities and the judicial districts. There are Local Advisory Boards that approve policies and procedures that these programs must meet the minimum state standards and rules. The boards are made up of law enforcement staff, criminal court judges, public defenders, district attorneys, sheriffs, and other interested citizens.

INFORMATION



SYSTEMS

INFORMATION SYSTEMS

MISSION

The mission of the Information Systems Division is to provide Systems and Technical support to Board of Probation and Parole.

VISION

Provide timely and efficient service and support to the Agency, at the same time creating a shared learning information systems environment.

SERVICES

The Information Systems Division currently provides the following services:

- End User Technical Support
- Systems and Application Development
- Statistical Analysis Support

Information Technology Achievements

The major achievements that have been completed during the past year are:

- Successfully managed the merger of Probation and Parole. Whereas the Information Systems Division once supported 382 personnel, it now supports approximately 938 staff and accomplishes this support in an effective and efficient manner.
- Completed merger of all Probation and Parole TOMIS Case, Site and Officer related data. During a one month period in July 1999 this office, with the assistance of TDOC and Field Services staff, processed over 150,000 transactions in support of this effort.
- Completed the functional and detailed requirements phase for the development of a case management module in TOMIS. The changes to TOMIS reflect a major effort by the Board of Probation and Parole, TDOC Systems Development staff and OIR programming staff. Completion of this project will net an estimated \$900,000 worth of officer time annually, allowing them to spend more time supervising offenders, improving the level of service this agency provides and improving public safety.
- Completed consolidation of old Probation Novell 3.12 LAN server at the Middle Tennessee Regional Probation and Parole Office.
- Completed all Y2K related conversions.
- Developed and deployed agency Web site.
- Completed upgrades of all hardware in Central Office as part of the three-year replacement planning process.
- Continued merging of Parole Fee System into the combined Probation and Parole Fee System during the fiscal year.
- Embarked on a LAN Project to upgrade equipment statewide and put in place the needed infrastructure to allow for future automation of agency workflow. Approximately 50% of the offices in the East Tennessee Region have been completed. Statewide, approximately 20% of the agency offices have been connected to the state's WAN with another 30% of the agency offices being in various stages of planning and installation.
- Created and employee training tracking system which allows the Agency training coordinator to keep accurate up-to-date records for each BOPP employees. The system allows for the accumulation of training hours, roll over to the next fiscal year and provides ad hoc reporting capability as required.

Quote

"To provide service does not make one subservient".

PAROLE HEARING

OFFICER DIVISION

PAROLE HEARING OFFICER DIVISION

MISSION STATEMENT

The mission statement of the Parole Hearing Officer Division is to represent the Board of Probation and Parole by following established law and policy in order to gather information and make recommendations which enhance the Board of Probation and Parole in their decision making process.

ORGANIZATIONAL STRUCTURE AND FUNCTIONAL RESPONSIBILITY

The Parole Hearing Officer Division's organizational structure consists of four Parole Hearing regions and a Central Office component. Each region is under the direct supervision of a Parole Hearing Regional Supervisor.

The Parole Hearing Director, assisted by the Parole Hearing Assistant Director, has statewide responsibility for the operation of the Division.

The Parole Hearing Division functions as an extension of the Board of Probation and Parole.

In accordance with TCA 40-28-105(D). Parole Hearing Officers are appointed by the Chairman of the Board of Probation and Parole to conduct parole hearings and make non-binding recommendations to the Board for final deliberation. Parole hearings conducted by staff are in the following categories:

Grant Hearings

Final Revocation Hearings

Pre Parole Rescission Hearings

Time Setting Hearings

Post Parole Rescission Hearings

Appeal Hearings

Preliminary Parole Revocation Hearings

In addition to providing program guidance the Parole Hearing Director and Assistant Director screen inmate requests for appellate review of Board hearing decisions. Cases that meet one or more of the established appellate criteria are forwarded to the Board for review and subsequent action.

Pursuant to statute, parole hearings are conducted in local jails, Department of Correction institutions, and other locations within the state for all eligible offenders who come under the purview of the Board. Courtesy parole hearings are conducted for other states upon request.

Board Members review all recommendations made by the Hearing Officers and may adopt, modify, or reject the recommendation. Pursuant to statute three concurring votes by the Board constitutes a final parole decision for some conviction offenses, while four concurring votes are required for most violent conviction offenses. Two concurring votes are required to revoke parole.

PAROLE HEARING OFFICER DIVISION

STAFF COMPOSITION	
POSITION	NUMBER AUTHORIZED
Parole Hearing Director	1
Parole Hearing Assistant Director	1
Parole Hearing Regional Supervisor	4
Parole Hearing Officer	12
Administrative Secretary	5
Total Staff Authorized:	23

HEARING TYPE	NUMBER	MONTHLY AVERAGE
Grant	10, 378	865
Revocation	2,362	197
Post Parole Rescission	20	2
Pre Parole Rescission	436	36
Time Setting	289	24
Preliminary Parole Revocation	112	9
Appeal	14	1
Total Hearing FY 98-99	13,611	1,134

TECHNICAL



SERVICES

TECHNICAL SERVICES DIVISION

POSITIONS AND STAFFING

- ◆ Director of Technical Services
- ◆ Research and Statistics Coordinator
- ◆ Policy and Forms Coordinator
- ◆ Inspection and Audit Manager
- ◆ Treatment and Program Resources
- ◆ Accreditation Manager
- ◆ National Standards, Surveys Manager

FUNCTIONS AND DUTIES

The Technical Services unit is located in Central Office, staffed by six positions and offering specialized support to all agency divisions. Skilled assistance is provided managers and their staffs to:

- ◆ develop policy drafts for the Board's consideration,
- ◆ assess the impact of applicable national standards
- ◆ coordinate or plan and complete minor and major surveys and research,
- ◆ plan and conduct required or needed audits and assessments,
- ◆ develop and implement program evaluations,
- ◆ construct and utilize performance measures
- ◆ Revise, minimize or develop essential reporting, record keeping, forms usage, communication processes, and other management tools,
- ◆ and participate effectively in strategic planning.

TRAINING



DIVISION

TRAINING DIVISION

STAFF COMPOSITION	
POSITIONS	NUMBER AUTHORIZED
Training Director	1
Training Specialist 2	1
Training Coordinator	5
TOTAL STAFF AUTHORIZED	7

FY 1999/00 STAFF TRAINING STATISTICAL REPORT	
Total staff trained as of June 30, 2000	938
TOTAL STAFF TRAINED AT THE TENNESSEE CORRECTION ACADEMY	
Pre-Service	66
In-Service	560
Total staff trained in the field/region	938
TOTAL TRAINING HOURS	39,488.55

During the FY 99/00 the Board Members approved regional in-service training for the agency to begin FY 2000/2001. This approval restructured the Training Division and it's responsibilities.

The Training Division's organizational structure consists of five Training Coordinators, one Training Specialist 2 and a Training Director. Two Training Coordinators are located in the East Tennessee region, one in the Middle Tennessee region, one in the West Tennessee region and one in the Delta region. The Training Specialist 2 and the Training Director are located in Central Office.

It is the responsibility of the training division to develop and implement a training plan at a regional level that will insure adherence to policy and give staff knowledge and techniques to effectively perform their assigned job tasks.

FY 99/00 the Agency successfully closed out the year with it's first Senior Management Training Conference, participation was 100 percent.

TENNESSEE BOARD OF PROBATION AND PAROLE
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